**ISSUE PAPER**

[brief statement of specific topic area]

**Issue:** How should

**Goal:** [the high-level goal important to the program area]

**Problem statement:** [a statement that explains why we are spending our time on this topic at this time]

**Background/history:** [No more than 1.5 inches of text, describing why this issue is being addressed now, and very brief history.]

**Alternatives:**

1. **No change/do nothing alternative – xxxx.** [the do-nothing-differently alternative makes the agency identify the bad things that will happen, to compare with other action-oriented alternatives.]
2. **xxxx.** [Minimal reasonable change alternative]
3. **xxxx.** [Moderate reasonable change alternative]
4. **xxxx.** [Major reasonable change alternative]
5. [Other alternatives as needed]

**Analysis/factor analysis:**

[Enter pros and cons, comparisons, effects upon interests of various groups, benefit v. cost in this section.]

**Conclusions/summary:** [not exceeding one short paragraph]

**Recommendation:** [which alternative, and why. Including or not including this section is optional depending on the expectation of the people up the decision-making chain. Not exceeding one short paragraph.]